

Track Preference: “People & Teams” or “Innovation & Collaboration”
Presentation Title: 21st Century Connections: Making Sense of Social Media Tools

Synopsis:

Twitter? Blog? Facebook? In an environment of complex project teams and demanding timelines, you may wonder whether any of these tools will help you and your team do a better job delivering project results. Spend some time learning about some NASA tools that are freely available within the Agency.

Abstract:

Twitter? Blog? Facebook? In an environment of complex project teams and demanding timelines, you may wonder whether any of these new-fangled “social media” tools that are in the news will help you and your team do a better job delivering project results.

- What in the world is Facebook and why would I ever want to use it?
- What does a blog have to do with a NASA project?
- Aside from my teenager, who cares about Twitter?

This introduction to social media is a great way to get your feet wet with some of these new terms and tools. For example, we'll talk about what the difference is between a blog and Facebook. We'll look at some examples of NASA projects that benefit from using blogs, Facebook or Twitter. Most importantly, we'll spend some time talking about how a small or medium-sized project might evaluate whether to use one, many or none of these new ideas.

Although there are many commercial tools available and in use across the agency, this talk emphasizes NASA-sponsored tools that are freely available within the Agency.

Contact Information

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Biography:

Maura Fujieh has worked with NASA research programs and projects for six years in the area of planning and project controls. She has outside experience in IT system development, earned value, supply chain, training and sales planning. She currently develops project planning tools for 10 projects and 3 programs within the Aeronautics Research Mission Directorate. In the past year, she had responsibility for rolling out APT (Analysis, Planning & Tracking) a NASA web-based planning and analysis tool currently used across ARMD and the four Aeronautics Centers.

Connect and Collaborate with NASA

Connect With NASA on Social Networking Sites

Social Media and Your Project

Maura Fujieh, PMP
Ames Research Center

maura.fujieh@nasa.gov

February 2010

1

Agenda

- Intro to Social Media
- Relevance for projects
- Three NASA social media examples
- References and Resources
 - NASA POC for setting up social media sites

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2

Relevance for projects may include requirements like:

1. Public outreach and external communication
2. Organization of information internal to project

If we think of these broadly as audience engagement, we begin to add relevance to the underlying project.

Why consider this rather than “tried and true?” Let’s have the words of people who are blogging at NASA answer this question.

Agenda

- Intro to Social Media
 - What is “social media”
 - Social media terms that you’ve heard
- Relevance for projects
- Three NASA social media examples
- References and Resources
 - NASA POC for setting up social media

What is “media”?

CD DVD
Digital media
Disk drives

Broadcasting
Mass media
Newspapers

“Tools used to store
and deliver
information or data”¹.

Text + Audio +
Multi-media
Images +
Video +

radio TV set
Electronic media
Cell phone

Billboards
Advertising media
Web banners Infomercial

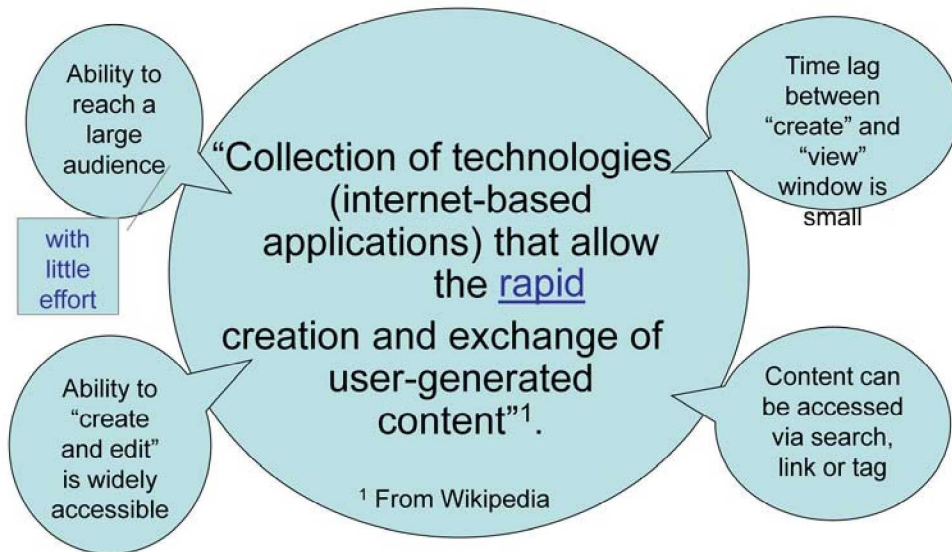
¹ From Wikipedia

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4

What is “social media”?



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5

Are there kinds of “social media”?

Communication

Reviews & Opinions

Collection of technologies (internet-based applications) that allow the rapid creation and exchange of user-generated content¹.

Multi-Media

Collaboration

¹ From Wikipedia

Entertainment

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6

Social media is communication

Communication

Reviews & Opinions

twitter

facebook



Blogger



Multi-Media

LinkedIn

Collaboration

1 From Wikipedia

Entertainment

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7

Social media is collaboration

Communication

Reviews & Opinions



Collection of
to
(internet-based
applications) that
allow the rapid
creation
exchange o
ge
d content¹.

 **delicious**
social bookmarking

 **StumbleUpon**

 **digg**

Multi-Media

Entertainment

Collaboration

¹ From Wikipedia

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8

And “Reviews & Opinions”

Communication

YAHOO!

Collection of
technologies
(internet-based
applications) that
allow the rapid
creation and
exchange of user-
generated content¹.



Reviews & Opinions

Multi-Media

Collaboration

¹ From Wikipedia

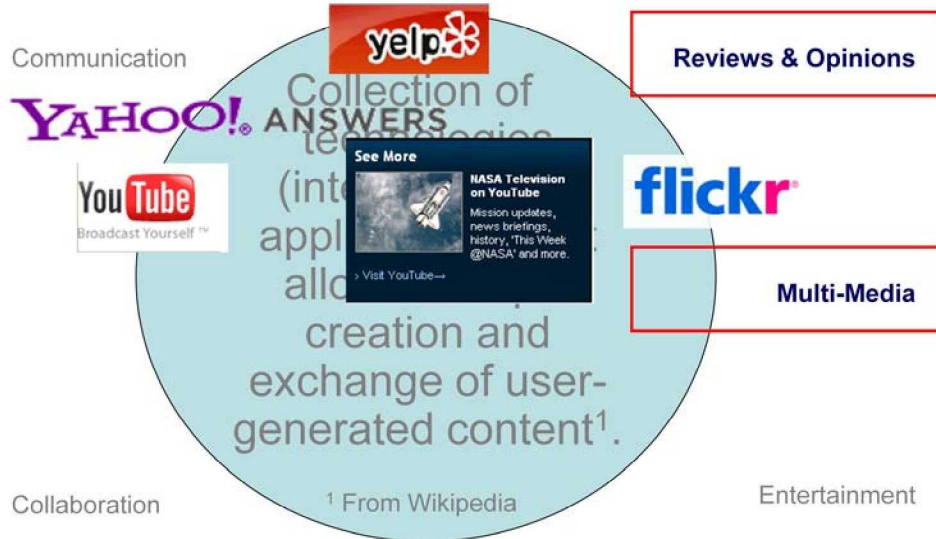
Entertainment

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9

And “Multi-Media”



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10

And “Entertainment

Communication

YAHOO!

You Tube
Broadcast Yourself™

NASACast



NASACAST
Download the Universe

Subscribe to our omnibus NASACast feeds for the latest mission news, features and the This Week @NASA report.

Audio: [SUBSCRIBE](#)  [iTunes](#)

Video: [SUBSCRIBE](#)  [iTunes](#)

yelp

Reviews & Opinions

Collection of
ANSWERS
technologies

See More



NASA Television on YouTube
Mission updates, news briefings, history, This Week @NASA and more.

[Visit YouTube →](#)

flickr

Multi-Media

NASA on iTunes



[Visit the NASA room on iTunes →](#)
(iTunes required)

Entertainment

Collab

maura.f

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11

Today's Focus is ...

Communication

Reviews & Opinions

Collection of



Multi-Media

exchange of user-generated content¹.

Collaboration

¹ From Wikipedia

Entertainment

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12

Agenda

- Intro to Social Media
- Relevance for projects
 - Is there an interest in NASA social media?
 - What's the benefit for projects?
- Three NASA social media examples
- References and Resources
 - NASA POC for setting up social media sites

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13

Relevance for projects may include requirements like:

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Why consider this rather than “tried and true?” Let's have the words of people who are blogging at NASA answer this question.

Is there any interest in NASA Social Media?



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14

Interest in NASA Social Media?

Connect and Collaborate with NASA



Connect With NASA on Social Networking Sites



☐ (Click to Expand)

› NASA News

› NASA Astronauts

› APPEL | › Ares I-X | › AsteroidWatch | › CassiniSaturn

› Chandra X-Ray Observatory | › Desert RATS | › Dryden

› Earth Observatory | › Earth Vital Signs | › Great Moonbuggy Race | › GLAST

› Hubble | › Hurricanes | › IceBridge | › James Webb Space Telescope | › Kepler

› LADEE | › Langley Research Center | › LCROSS | › LRO | › Mars Phoenix

› Mars Rovers | › Mars Science Lab | › NASA Ames | › NASA Ares

› NASA Astrobiology Institute | › NASA Blueshift | › NASA CASI | › NASA CoLab | › NASA CORE

› NASA Explore | › NASA Goddard | › NASA HSF | › NASA Johnson | › NASA JPL

› NASA JPL Education | › NASA Kennedy | › NASA Lunar Science Institute

› NASA MAAT | › NASA Stennis | › NASAHurricane | › PharmaSat

› PlanetQuest | › SDO | › SDO for Educators | › SOFIA | › Space Shuttle Propulsion

› SpaceEngineers | › Spinoffs | › TESS | › Wallops Launch Information

NASA is actively twittering

The combined statistics for all 52 accounts here are:

- 1,881,825 followers
- 90,507 posts or "tweets"

Visit a directory of NASA's social media sites at <http://www.nasa.gov/connect>

Statistics compiled 11/22/09 from <http://www.nasa.gov/connect>

15

Interest in NASA Social Media?

Connect and Collaborate with NASA

Connect With NASA on Social Networking Sites

Twitter

(Click to Expand)

facebook

(Click to Expand)

» NASA

» Apollo 40th Anniversary | » Ares I-X
» Ares Projects Office | » Aura Spacecraft
» Chandra | » Constellation | » Desert Rats
» Earth Observatory | » Glory Mission
» JPL | » Kepler Mission
» Last Mission to Hubble | » LCROSS Mission
» Lunar Reconnaissance Orbiter | » MESSENGER
» NASA 360 | » NASA Ames
» NASA Center for AeroSpace Information
» NASA Co-Ops | » NASA Edge
» NASA Goddard | » NASA JPL Students
» NASA Kennedy | » NASA Langley
» NASA Marshall | » NASA Spinoff
» NASA Students | » NASA's Great Moonbuggy Race
» NASA2Explore | » Webb Telescope
» Yuri's Night

You Tube

(Click to Expand)



NASA is using Facebook

116,247 people follow NASA
on these 30 Facebook
accounts.

Visit a directory of NASA's
social media sites at
<http://www.nasa.gov/connect>

Statistics compiled 11/22/09 from
<http://www.nasa.gov/connect>

16

Interest in NASA Social Media?

Featured Blog

Operation Ice Bridge
Flying over the ice

We are here to measure the glacier's ice surface with lasers, its bottom with radar, and estimate the depth of the water below it with an instrument that measures the gravity pull from above the glacier.

Latest Post

Science Advice for an Evolving Ozone Layer Agreement
Posted 2 days ago by Kathryn Hansen

NASA atmospheric scientist gives an inside look at the recent Montreal Protocol meeting in Port Chailib, Egypt.

NASA OUT AND ABOUT

- NASA 360
- Desert RATS Blog
- Do-It-Yourself Redcast
- NASA EDGE**
- FIRST Robotics Team 1868

NASA PEOPLE

- NASA.gov: Behind the Page
- Ames CIO Chris C. Kemp
- Stennis Center Director Gene Goldman's Blog
- Astronaut Jeff Williams' Blog
- NASA CIO Linda Cureton
- Astronaut Nicole Stott's Blog**
- Wayne Hale's Blog

NASA HOME | BLOGS

NASA MISSIONS

- LCROSS Flight Director's Blog
- Ares I-X Test Flight
- Constellation
- Enceladus Flyby November 2, 2009
- Fermi (GLAST)
- NASA's New Moon Missions
- Operation Ice Bridge
- Sailing with NASA
- What On Earth

CENTER BLOGS

- JSC Advanced Planning Office
- Michoud Assembly Facility

OTHER NASA BLOGS

- Letters from SARA
- Notes from the Field
- ROSES 2009 Clarifications, Corrections and Amendments
- What's New from SARA

NASA is actively blogging

- 27 active "external" blogs
- Longest - June 6th 2007
- Most prolific – 103 posts

Visit a directory of NASA's external blogs at <http://blogs.nasa.gov>

Statistics compiled 11/22/09 from <http://www.nasa.gov/connect>

Relevance for Projects

What value does social media provide?



Some words from NASA authors about using social media

Audience Engagement

Social media tools provide **NASA authors** with additional platforms for audience engagement

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18

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Why consider this rather than “tried and true?” Let’s have the words of people who are blogging at NASA answer this question.

NASA's Bloggers on Blogging

- NASA CIO
 - Linda Cureton
- JSC Advanced Planning Office
 - Steven González
- LCROSS Program Directors
 - Paul Tompkins

• *Learn and demonstrate the value of Web 2.0 technologies.*

• *Communicate the issues and activities related to IT transformation.*

• *Learn to do the things that matter in my role as CIO.*

• *Provide a means for people to know the “real me”.*

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19

NASA's Bloggers on Blogging

- NASA CIO
 - Linda Cureton
- JSC Advanced Planning Office
 - Steven González
- LCROSS Program Directors
 - Paul Tompkins

BLOG GOAL: Share Center Director's strategic direction with the JSC community.

"After our office was supporting him for 2 years on the strategy of the Center, **we found that many employees at the Center had not heard his vision or the insights** that we were providing to the Senior Leadership team."

NASA's Bloggers on Blogging

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"The biggest benefit has been the **positive feedback** from the employees. They have appreciated hearing about the activities at the Senior Leadership level.

It has **opened a dialogue**, especially with the Next Generation and it has **provided us insight** with some of the perspectives of the employees."

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21

NASA's Bloggers on Blogging

- NASA CIO
 - Linda Cureton
- JSC Advanced Planning Office
 - Steven González
- LCROSS Program Directors
 - Paul Tompkins

BLOG GOAL: What it means to be a Flight Director, and to portray what it's like to be a part of the team actually operating the spacecraft.

"I was committed to having LCROSS be **more than an adventure lived through the standard media reports.** I had never written a blog before ..."

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 - Paul Tompkins

The biggest benefit to the public, in my view, was to **involve people in the decision making process** we had to go through during the mission.

I continue blogging “to make sure LCROSS is accurately and fairly portrayed.” ...
“I also continue to want to **express my passion for space exploration.** “

Relevance for **People**

What value does social media provide for?



Audience Engagement

Social media tools provide **all users** with platforms to customize and consolidate information display

Agenda

- Relevance for projects
- Intro to Social Media
- Three NASA social media examples
 - NASA on Twitter
 - NASA on Facebook
 - NASA Blogs
- References and Resources
 - NASA POC for setting up social media



Twitter

*Twitter incorporated
as a company in
May 2007*

- Often called “micro-blogging”
- Similar to “Instant Messenger”
- Message length is limited to 140 characters (spaces and punctuation count)
- Twitter posts (or “tweets”) are public or private
 - Real-time posts in reverse chronological order
- Users control incoming information display



http://twitter.com/nasa

Hey there! NASA is using Twitter.

Twitter is a free service that lets you keep in touch with people through the exchange of short, frequent messages as simple as 140 characters.

Join today!

Already using Twitter from your phone? [Click here.](#)

A series of short messages, which may include links, listed in reverse chronological order

NASA's mission is to explore the future in space discovery and

To do that, we've spent more than 50 years to fundamental place in the universe and discover for this exciting

<http://www.nasa.gov>



NASA

Aboard the space station, hatches to the newly-arrived Poisk Mini-Research Module-2 were opened at 7:17a EST, enabling the crew to enter it.

21 minutes ago from web

El Nino may be picking up steam in the Pacific. See latest satellite image: <http://tr.im/vESFE>

about 1 hour ago from web

We just got our first weather forecast for Atlantis' STS-129 launch

Verified Account

Name NASA

Web <http://www.nasa.gov>

Bio News from NASA

57 following 165,693 followers 4,822 listed

Tweets

Favorites

Ability to reach a large audience (rapidly)





Why Join Twitter?


- Consolidate – information comes to me rather than making me search for it.
- Customize – I choose to receive only information that's important to me.
- Time Sensitize – show me the most recent data “on top”.
- Reference – additional information is available via simple “clicks” on a URL link.

What are you doing?

140

update


Home



NASA

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about 1 hour ago from web



NASA

El Nino may be picking up steam in the Pacific. See latest satellite image: <http://tr.im/ESFE>


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NASA

We just got our first weather forecast for Atlantis' STS-129 launch Monday at 2:28p ET - 90 percent go!


about 2 hours ago from web



NASA_Ames

[News] Ames to Host Live Broadcast of Space Shuttle Launch <http://bit.ly/43lkfG>


about 15 hours ago from twitterfeed



NASAKepler

Cool! Kepler won the Aviation & Space grand prize in Popular Science's Top 100 List for 2009: <http://bit.ly/4c4b12> (thx @NASA_Ames)


about 16 hours ago from Seismic



NASA_Ames

Cool! Kepler won the Aviation & Space grand prize in Popular Science's Top 100 List for 2009: <http://bit.ly/4c4b12>

about 16 hours ago from TweetDeck



NASA

Cross your fingers for one of the Mars rovers. For more info, visit: <http://www.nasa.gov/rovers>

about 17 hours ago from web

workmaura

0 tweets

13 0 0

following followers listed

Tweet-Stats

n, an app to graph your stats.

Home

@workmaura

Direct Messages 0

Favorites

Twitter allows users to do a custom consolidation of incoming and outgoing communication

#arealwife

New Moon

Modern Warfare 2

MV2

Tyra Banks

#openwebawards


29

What are you doing?


140

update


Home




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about 1 hour ago from web




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about 1 hour ago from web




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MvV2

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Facebook

*The Facebook
website launched in
February 2004*

- Users create web-based profiles
 - Profiles are personal or group-based (NASA)
- Facebook posts (or “status updates”) can be public or private
 - Posts accumulate comments from other users
- Facebook posts are multi-media; eg website links, videos, pictures, text.
- Users control incoming information display by using filters and changing display settings

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February 2010

34

Facebook is really “assisted blogging” or “Blogging for Dummies”.

facebook

Keep me logged in

Forgot your password?

Email

Password

Log

Sign Up

National Aeronautics and Space Administration is on Facebook
 Sign up for Facebook to connect with National Aeronautics and Space Administration.



Share our passion for space and aeronautics!

Information
 Location:
 300 E Street SW
 Washington, DC, 20546
 Phone:
 202-358-0000

Fans
 6 of 11,821 fans [See All](#)

National Aeronautics and Space Administration

Wall Info Photos Boxes Notes Video >>

National Aeronautics and Space Administration Just Fans


National Aeronautics and Space Administration One of the 50 Best Inventions of 2009: The Ares Rocket!! Check out the link below!



The Ares Rocket Launches - Photo Essays - TIME
 Source: www.time.com
 NASA celebrates the successful test of a mission prototype

Yesterday at 11:55am

Manish, Bryan, Nonny and 31 others like this.

[View all 11 comments](#)


Michael Interbartolo III but see that is my problem, all 1-x proved was a 4 segment shuttle SRB could lift a lot of dead weight and fly with some control to 1 stage burn out using a proven avionics package from a COTS LV. that is a far cry from a full fledged rocket and the article makes it seem like Ares 1 can do more than just get a crew to LEO (it can't you need a HLV ...

[Read More](#)

9 hours ago


Joanna Anwar Madanat wow, but i like the space shuttle better!

about an hour ago

Facebook profiles can be for a group

Facebook posts can include text, URL links ... and user comments

facebook Home Profile Friends Inbox 16 Maura Fujieh Settings Logout

National Aeronautics and Space Administration Become a Fan

Wall Info Photos Boxes Notes Video

National Aeronautics and Space Administration's Videos 30 videos View Comments

Facebook posts can include video 1 2 3 4 Next

4:03 3:05 3:09 2:00

13:56 3:40 14:32 3:09

facebook
Home
Profile
Friends
Inbox
Work Maura
Settings
Logout
Search

Welcome to Facebook, Work.

Find people you know
Search by name or look for classmates and coworkers.

Share with your friends
Share your status, photos, and videos with friends.

View and edit your profile
Fill in details and upload a picture to help your friends recognize you.

News Feed
Pages
Status Updates
Photos
Links
More

News Feed View Live Feed 1

What's on your mind?

National Aeronautics and Space Administration NASA will hold a news conference today to talk about early science results from its successful moon impacting mission, the Lunar Crater Observation and Sensing Satellite, or LCROSS!

The briefing from NASA's Ames Research Center in Moffett Field, Calif., will begin at 9 a.m. PST, on Nov. 13. It will be broadcast live on ...Read More

LRO and LCROSS

Yesterday at 7:37am · Comment · Like · Share

45 people like this.
View all 11 comments

George Mitchelitis SUN=LUNA 5 IN MOON=RA 9 hours ago

I'd seen the news about there is water in the moon. How did you know that? 7 hours ago

Write a comment...

Suggestions See All

Konstantin Kondakov Add as Friend X

Marcia Uy Add as Friend X

Bobby Wen Add as Friend X

Colin Horahan Add as Friend X


Connect With Friends

Invite friends to join Facebook.

To find people you know who are already using Facebook, check out the Friend Finder.

National Aeronautics and Space Administration Facebook Fans, did you get to watch the news conference? If not, here is what you

37


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[NASA Home](#) > [Connect](#)

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NASA leaders, scientists and engineers in their own words
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 - Ares I-X
 - Ares Projects Office
 - Aura Spacecraft
 - Chandra
 - Constellation
 - Desert Rats
 - Earth Observatory
 - Glory Mission
 - JPL
 - Kepler Mission
 - Last Mission to Hubble
 - LCROSS Mission
 - Lunar Reconnaissance Orbiter
 - MESSENGER
 - NASA 360
 - NASA Ames
 - NASA Center for AeroSpace Information
 - NASA Co-Ops
 - NASA Edge
 - NASA Goddard
 - NASA JPL Students
 - NASA Kennedy
 - NASA Langley
 - NASA Marshall
 - NASA Spinoff
 - NASA Students
 - NASA's Great Moonbuggy Race
 - NASA2Explore
 - Webb Telescope
 - Yuri's Night









Note: All of the links above are to external sites outside of www.nasa.gov.

facebook

HomeProfileFriendsInbox

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WallInfoPhotos

What On Earth
Source: blogs.nasa.gov
A new blog from NASA Earth science writers, producers, and educators!

Thu at 3:02pm · Share

22 people like this.

Nasa Spinoff Hey EO fans! If you're interested in learning about space technologies that are benefiting life on Earth, check out NASA Spinoff 2009, now available online at <http://www.sti.nasa.gov/tto/>, or check out our facebook fan page: <http://bit.ly/5TZrP>

Wed at 7:40am · Report

NASA's Earth Observatory

Thunderstorms on the Brazilian Horizon : Image of the Day
Source: earthobservatory.nasa.gov
Thunderstorms and other interesting clouds are captured in this astronaut photo over the Amazon Basin on October 6, 2009.

November 9 at 7:45am · Share

31 people like this.

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Richard Leffer Makes for a great wallpaper it does. :-)

November 9 at 12:22pm · Report

Tasha Dunn beautiful

Thu at 9:01pm · Report

Lynda Kilby A very interesting page. Accidentally found while searching scientific facts for 2012.

November 4 at 5:40pm · Report

Pedro Martinez Oh It is wonderful.....

November 3 at 4:58pm · Report

Filters

Users control information display using filters

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NASA's Earth Observatory

Wall Info Photos

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Source: blogs.nasa.gov
A new blog from NASA Earth science writers, producers, and educators!

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What's on your mind?

NASA's Earth Observatory
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National Aeronautics and Space Administration NASA will hold a news conference today to talk about early science results from its successful moon impacting mission, the Lunar Crater Observation and Sensing Satellite, or LCROSS!
The briefing from NASA's Ames Research Center in Moffett Field, Calif., will begin at 9 a.m. PST, on Nov. 13. It will be broadcast live on...Read More
LRO and LCROSS

Suggestions
John Wall
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Stuart M. Schrader
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Wayne Herman
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Hide

Users maintain the ability to temporarily or permanently "hide" updates from an information source

Users maintain the ability to click through to get additional information

Agenda

- Relevance for projects
- Intro to Social Media
- Three NASA social media examples
 - NASA on Twitter
 - NASA on Facebook
 - **NASA Blogs**
- References and Resources
 - NASA POC for setting up social media


Blogs

On-line diaries began around 1994, "weblog" in 1997, "blog" in 1999

- Web-based collection of posts
- Blog posts are public, but IT networks may limit accessibility (eg internal to JSC only)
 - Posts accumulate comments from other users
- Blog posts can be multi-media; website links, videos, pictures, text.
- Users navigate to a single blog. They do not control incoming information display.

<http://blogs.nasa.gov>

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JSC Advanced Planning Office Blog

Creating the Future: One Giant Leap at a time

Posted on Nov 12, 2009 07:04:50 PM | Steven Gonzalez | 1 Comments

Last month the Advanced Planning Office pulled together a team to look at possible vision statements for the agency. I know a rather tall order, but it is always great to see the energy and creativity found within our JSC when it is unleashed. You can browse some of the ideas at the Open NASA post, [NASA Vision and Mission](#). I know it isn't really a vision statement, but the one phrase that has stuck with me is "Creating the Future: One Giant Leap at a time." I really like the way it sums up the spirit of NASA and honors our past at the same time.

And the more that reflected on that phrase, the more I was struck by the recent events that demonstrated NASA's ability to create a vision and make it a reality. In 2009, NASA's 50th anniversary, the agency could seed a giant leap forward by using a laser to power its robotic helicopter at Edwards Air Force Base in Mojave, California. The helicopter, which flies at 3.7 meters per second and later at 10 meters per second, won the Northrop Grumman XPRIZE.


NASA and the XPRIZE Foundation is the community it is creating. I love the quote from Masten Space System's CEO, David Masten, "To come from not flying at all last year to qualifying for level one AND level two of the LLC this year shows how far our technology has progressed." Mark another one in the win column for NASA's ability to spur on Commercial Space.

Yet, what more can we do to take a giant leap forward. Could we partner with Japan on their plans to construct a solar power station in space and use it to beam energy down to Earth using lasers? Or do we build a space only cruiser? What would a space cruiser look like if it never needed to fight the gravity to get off the Earth or a planetary destination? Or is it too farfetched to create a prize for a non-rocket vehicle for access to LEO? While Commercial Space companies are investing in low cost access to Low Earth Orbit using rocket's should NASA partner up to create a prize that will look at the physics for the next LEAP forward in access to space?

OK, I have to say it... I'll even settle for a WARP drive X Prize.

So what prize would you create to make the next LEAP forward?

Sharing the Vision,
Steven Gonzalez, Deputy, Advanced Planning Office



is LaserMotive LLC winning the prize by using a helicopter at Edwards Air Force Base for an average speed of 3.7 meters per second. Masten Space System's CEO, David Masten, said about this joint prize between NASA and the XPRIZE Foundation is the community it is creating. I love the quote from Masten Space System's CEO, David Masten, "To come from not flying at all last year to qualifying for level one AND level two of the LLC this year shows how far our technology has progressed." Mark another one in the win column for NASA's ability to spur on Commercial Space.

Tags : Inspiration, Space Policy

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- November 2009 (2)
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- December 2008 (1)
- November 2008 (1)
- October 2008 (3)
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- 2009 (6)
- 2008 (7)

Blog authors can post easily

Wayne Hale's Blog

1 - 10 of 103 posts.

Total pages: 11 [next >](#) [Go to](#)

Gathering Dust

Posted on Nov 05, 2009 09:00:36 AM | Wayne Hale

By chance I was in Omaha this week when the news was announced that the X-38 was going on display in the Strategic Air & Space Museum there. What an interesting and out of the way place to display this remarkable device. My work schedule didn't allow me the luxury of a visit to the museum, but then I've seen the X-38 up close before.

Disclaimer: I was a member of an independent review team for the X-38 development for a short period of time.

The X-38 was a tremendously ingenious device led by a group of talented and unorthodox NASA employees. Their leader, John Muratore, one of the most gifted systems engineers I have ever known. These "pirates" who worked largely free of the typical government space bureaucracy in a skunk works type environment. Free to innovate, free to be highly flexible, co-located with the hardware, they were on the brink of a stunning technological achievement when politics intervened.

The X-38 was a lifting body space craft that was to serve as the international Space Station's lifeboat. It was the prototype of the Crew Rescue Vehicle, the CRV. If it had been allowed to succeed, it would have been an alternative to the Russian Soyuz in that role. As a spacecraft it was the potential beginning of new space travel that would have been able to provide alternate ways to get people off Earth. The X-38 was also designed to be able to land on water, like the Soyuz, but also providing a way to return from orbit without having to rely on the venerable Shuttle. The X-38 would have preceded the Shuttle in being able to land after Columbia. And aside.

Ability for authors and readers to

Unfortunately, new political accounting in line with the admission – knew nothing about the technical aspects of getting into space – needed a scapegoat, an example, something that they could “cut” to show that they were serious about keeping NASA financially in line.

So they picked the brightest star of the future of human spacecraft and killed it with extreme prejudice.

A few years later, in the Columbia Accident Investigation Board Report, Admiral Gehman stated that the failure to replace the Shuttle with something safer was "a failure of national leadership." The cancellation of the X-38 is exhibit A of that failure.

So if you get to Nebraska (Nebraska?!) go out to the museum and see the nearly flight ready X-38 vehicle there. Think about how the history of the last decade in space exploration might have been different if the mindset inside the DC beltway was focused on achievement instead of ignorantly punishing the most successful. Penny wise and pound foolish.

There are many morals that can be drawn from this history lesson. I leave it as an exercise for the reader to see if you can come to the most obvious conclusions, and how they are still in force today.

Nebraska is a really nice state, and Omaha is a really nice town. I appreciate them providing a venue for the X-38.

And if you look up John Muratore, you will find him teaching college students about systems engineering. We need more of that.

Shame on those people who "know the price of everything and the value of nothing."

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14 Comments


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- anniversaries (1)
- Anniversary (1)
- anti (1)
- apolo (2)
- arrogance (1)
- art (1)
- asteroids (1)
- Astronauts (1)
- aviation (2)
- blog (1)
- blogging (1)
- blogs (2)
- budget (2)
- cancellation (1)
- caution (1)
- challenge (2)
- change (1)
- children (4)
- China (1)
- choices (1)
- citizenship (1)
- climate (1)
- climate change (2)
- COBE (1)
- College (1)
- Columbia (1)



NASA BLOGS

Blog readers comment ...

Wayne Hale's Blog

14

On Nov 07, 2009 07:18:16 PM P. Savio wrote:

X38 was a waste of money as it was a single purpose vehicle for IIS rescue. The X33 was also a waste of money and time. The Billions sunk into those projects would have been better spent on a basic capsule design like the current proposed Orion that could fit the Shuttle cargo bay - max 15ft diameter - so only slightly smaller than the current proposed Orion. The Apollo capsule was capable of carrying a crew of 3 on short flights and size and weight were within Shuttle capabilities - so something between Apollo and Orion capsules would have been a really good solution for IIS and beyond LEO. NASA would have had a multi purpose capsule operational now for IIS rescue, carried to orbit by the Shuttle in the interim, and then could have started earlier on a new launch vehicle to carry the new capsule to LEO and beyond. 5 to 10 years has been lost because of the X38 and X33 programs on getting NASA a new crew capsule vehicle.


13

On Nov 09, 2009 05:26:28 PM John Ajamie wrote:

Mr. Hale's comments are very interesting. I am enjoying following the development of our new rockets, Ares I and V and the vehicles, Orion and Altair that will be launched into space by these rockets, but I believe that we have gone a step backwards in our quest of space exploration. We were on the proper path with the X-38 and development of an Orbital Space Plane as vehicles to go in and out of earth orbit. We will need specialized vehicles to travel around the solar system to such destinations as the moon, Mars, asteroids, Lagrange points and someday perhaps to the moons of Jupiter, but not a vehicle like Orion. It makes more sense to separate out the functions of various vehicles to suit their purpose. An interplanetary craft would have different functions and requirements than a reentry vehicle to land on earth. Those interplanetary vehicles should be built on earth, then launched into orbit by a heavy launch rocket such as Ares V, and then assembled in earth orbit prior to leaving earth orbit towards its destination in space. However, for human travel into low earth orbit we really need a horizontal take off and landing vehicle that is reusable and has a much faster turn around from landing to relaunch than what the shuttle can do. A horizontal take off and landing vehicle should be much safer and more reusable than what we are currently looking at with the Ares I and the Orion capsule. We should use what we have learned from the shuttle program to develop the next generation of space rockets and vehicles to make space travel safer, cheaper, and more accessible to more people as well as pushing ourselves to return to the moon and going to other places in the solar system.

- human physiology (1)
- human space flight (1)
- humans (1)
- hurricanes (1)
- hypersonic flight (4)
- impact craters (1)
- Inflation (1)
- innovation (3)
- Innovation (1)
- inspiration (2)
- International cooperation (4)
- Lawyers (1)
- leadership (6)
- leadership (1)
- leaks (1)
- lightning (1)
- logistics (2)
- London (1)
- longboats (1)
- low earth orbit (1)
- management (2)
- Mars (1)
- mayan collapse (1)
- media (1)
- medicine (1)
- memory (2)
- Mission Control (1)

Readers may or may not agree with you!


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[Amendment 22 delay of due date for Appendix C.8, LASER](#)
[Amendment 21 final text for Appendix D.8 Fermi Guest Investigator – Cycle 3](#)
[Amendment 20: Due Date delayed for ROSES Interdisciplinary Research in Earth Science Program \(IDS\)](#)
[A.36 Clarification](#)
[Amendment 19: Regarding Recovery Act funds in Appendix](#)

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Stay up to date with the latest ROSES 2009 clarifications, corrections and amendments. Let the updates come to you, subscribe to the RSS feed by following the "RSS Feed" link at the below the entries.

These are SARA's unofficial versions. The official version is always what appears in the text of the program element on the NSPIRES web page.

[Amendment 22 delay of due date for Appendix C.8, LASER](#)
 Posted by Max Bernstein at 2009/11/03 09:50:00 US/Eastern

This amendment delays the proposal due date for Appendix C.8, Lunar Advanced Science and Exploration Research (LASER) Program, and clarifies the requirements for the use of Mission data

[Amendment 21 final text for Appendix D.8 Fermi Guest Investigator – Cycle 3](#)
 Posted by Max Bernstein at 2009/09/28 13:10:00 US/Eastern

This amendment presents the final text for Appendix D.8 Fermi Guest Investigator – Cycle 3, which replaces the prior placeholder in its entirety. The major changes from last year's call are the due dates, and that for proposals from foreign institutions, funds are now available for Co-Investigators at U.S. institutions.

[Amendment 20: Due Date delayed for ROSES Interdisciplinary Research in Earth Science Program \(IDS\)](#)
 Posted by Max Bernstein at 2009/09/08 16:40:00 US/Eastern

This amendment delays the proposal due date for Appendix A.22, Interdisciplinary Research in Earth Science Program (IDS), because of the impact of wildfires in southern California

Agenda

- Relevance for projects
- Intro to Social Media
- Three NASA social media examples
- References and Resources
 - NASA POC for setting up social media
 - GSA applications with approved “Terms of Service” for government use

SA Apps.Gov

NASA use of Social Media

NASA has signed Terms of Service agreements with many social media providers including Flickr, Facebook, YouTube and Twitter.

If you use these tools for official agency communications, you must go to <http://apps.gov> and register.

NASA Point of Contact is Brian Dunbar (HQ).

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[PMC – Social Media](#)

Back-Up

maura.fujieh@nasa.gov

February 2010

52


NASA use of Social Media

- NASA has signed Terms of Service (TOS) agreements with this social media providers: Flickr, USStream, Facebook, YouTube and Twitter. That means we are legally covered to use these tools as official agency communications. To register a channel, go to <http://apps.gov> and follow the procedures.
- If you're going to use these tools as official agency communications, you must use the apps.gov process to be covered by the agency TOS. The reason you can't simply agree to the standard TOS these companies provide — though we all have in the past -- is that most of them have clauses that commit the federal government to things none of us can legally commit it to, e.g., being subject to state courts or indemnifying the company. Using the NASA TOS will also get ads removed from the channels we use.
- **NASA Point of Contact is Brian Dunbar (HQ).** He is the NASA representative to Federal Web Manager's Council.

maura.fujieh@nasa.gov


February 2010

53


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U.S. Army says:

Read about Gen. George Casey's morning interviews on @meetthepress and State of the Union at <http://armylive.dodlive.mil> - 17m ago. [link]




U.S. Army says:

Gen. Casey: Our diversity...is a strength. And as horrific as this tragedy was, if our diversity becomes a casualty, I think that's worse. - 18m ago. [link]



DipNote says:


New "Voices of U.S. Diplomacy and the Berlin Wall" website just launched today. <http://bit.ly/2PvxXC> #hillarytravel - 22m ago. [link]





U.S. Army says:

RT @meetthepress Video: Gen. Casey: Army 'will take a hard look at ourselves' <http://bit.ly/1bZNNP> - 31m ago. [link]

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<http://bit.ly/412F2-1h830> [link]



U.S. Coast Guard says:
 District 1 (Boston): Nov. 8, 2009- Injured mariner airlifted to Rockland, Maine: <http://bit.ly/2hDRbH> - 2h ago. [link]



Veterans Health says:
 The VA family has been touched and grieves: second VA employee, a psychiatric nurse, has been ID'd as a victim at Ft. Hood <http://ow.ly/AtFq> - 2h ago. [link]



Military Health says:
 TRICARE Offers New and Improved Pharmacy Benefits <http://bit.ly/4ynd4k> (via @TRICARE) - 2h ago. [link]


Food Safety Info Ctr says:
 USDA FSIS posts UPDATED (11/8/09) retail distribution list for recalled Fairbank Farms ground beef products: <http://bit.ly/3eJ6kF> (PDF) - 4h ago. [link]


Food Safety Info Ctr says:
 Hudson Reporter: Meals on wheels - How safe are those food trucks? <http://bit.ly/8Vq5O> - 4h ago. [link]


DipNote says:
 The U.S. Embassy in Algiers, Algeria just launched a new YouTube channel. <http://bit.ly/4k1n59> - 4h ago. [link]


NASA says:
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TECH INSIDER
(Mail)Man Vs. Machine
 BY ALIYA STERNSTEIN 11/06/09 01:26 am ET

BLOGS HOMEPAGE

How do I display information?

The screenshot shows the Twitter interface. At the top, the Twitter logo is on the left, and navigation links (Home, Profile, Find People, Settings, Help, Sign out) are on the right. Below the navigation bar, the 'You follow' section is visible. A red rectangular box highlights the text 'Users control information display by using "follow" feature'. An arrow points from this box to the profile of Maura Fujieh on the right. The 'You follow' list includes users like aviationweek, NASA_Green_Ames, hubble, DESERT_RATS, and HubblePAO, each with their profile picture, name, and a brief bio. The user Maura Fujieh's profile is shown on the right, including her name, follower/following counts, and a list of users she is following.

twitter

Home Profile Find People Settings Help Sign out

You follow

Users control information display by using "follow" feature

User / Name Actions

aviationweek
AVIATION WEEK | NYC/DC; bureaus around world
Aviation Week | Hawker Beechcraft Will Close Salina Plant - Formal decision follows CEO's statements last month, <http://bit.ly/26bhl> 11:39 AM Nov 11th

NASA_Green_Ames
NASA Green Ames | Silicon Valley, CA
NASA showcases green missions at this year's SC09 Conference in Portland [Booth 1947] from 11/14-11/20. See <http://bit.ly/2QVeDu> for more! 9:36 PM Nov 8th

hubble
NASA's Hubble Space Telescope is back in business after astronauts refurbished it in May. These first snapshots from... <http://bit.ly/2HkbAZ> 10:15 AM Nov 5th

DESERT_RATS
NASA Desert RATS | Multiple NASA centers
A big thank you to veterans and military for your service. 5:57 AM Nov 11th

HubblePAO
Hubble PAO | Washington DC
Don't miss tonight's PBS NOVA show about the servicing mission to Hubble last May. You can watch online tomorrow at <http://video.pbs.org/>

Name Maura Fujieh
12 following 0 followers 0 listed
Tweets 0
Favorites
Following

How do I locate information?

The screenshot shows the Twitter 'Find People' interface. At the top, the navigation bar includes 'Home', 'Profile', 'Find People' (highlighted with a red box), 'Settings', 'Help', and 'Sign out'. Below the navigation bar, the search results are titled 'Name results for: NASA'. A search bar contains the text 'NASA' and a 'search' button, both highlighted with a red box. Below the search bar, there is a list of search results. The first result is from 'NASA' (@NASA), with a tweet about the space station. The second result is from 'nasa_es' (@nasa_es), with a retweet. The third result is from 'LCROSS_NASA' (@LCROSS_NASA), with a retweet. The fourth result is from 'NASA_Astronauts' (@NASA_Astronauts), with a retweet. To the right of the search results, there is a sidebar with a 'Didn't find who you were looking for?' section, a 'Send' button, and a dropdown menu with options: 'Mention NASA', 'Follow NASA' (highlighted with a red box), 'Block NASA', and 'Report NASA for spam'. The 'Follow NASA' option is selected.

facebook Home Profile Friends Inbox Work Maura Settings Logout Search

Welcome to Facebook, Work.





Find people you know
Search by name or look for classmates and coworkers.

Share with your friends
Share your status, photos, and videos with friends.

View and edit your profile
Fill in details and upload a picture to help your friends recognize you.

News Feed Pages Status Updates Photos Links More

Status Updates

Attach:    

Share

User posts can include:

- text
- pictures
- video or
- URL links

Work Maura For great information about social media at NASA, go to <http://www.nasa.gov/connect>
2 seconds ago · Comment · Like

No posts to display.
Find people you know to see more posts.

Konstantin Kondakov
Add as Friend

Connect With Friends
Invite friends to join Facebook.

facebook

HomeProfileFriendsInbox

Work MauraSettingsLogout

Upload a Photo

Take a Photo

Edit My Profile

Write something about yourself.

Information

Birthday:
January 1, 1909

Friends

0 friends

Find people you know

Create a Profile Badge

Work Maura

WallInfo+

Click on a profile section below to edit it.

Done Editing

Basic Information

Sex:

☐ Show my sex in my profile

Birthday: Jan 1 1900

☐ Don't show my birthday in my profile.

Hometown:

Home Neighborhood:

Family Members:

Select Relation:

Add another family member

Relationship Status:

Interested in: ☐ Men ☐ Women

Looking for: ☐ Friendship ☐ Dating ☐ A Relationship ☒ Networking

Political Views:

Religious Views:

Save Changes


Cancel

Personal Information

Contact Information

Education and Work

Users control type and amount of outgoing Facebook information



NASA BLOGS

Username: Password:

Welcome: guest | Sign In

[Blogs](#) | [Projects](#) | [Post](#) | [Photos](#)

NASA CIO Blog

LYC 2008 Favorites

Here is the list of entries for NASA CIO Blog based on the selected criteria.

A Day in the Life of a CIO

Jan 01, 2009 06:25:23 PM | Linda Cureton

A Day in the Life of a CIO

4 Comments | Permalink

Will They Cheer For You?

Jan 01, 2009 06:23:56 PM | Linda Cureton

Will They Cheer For You?

6 Comments | Permalink

But I Blog

Jan 01, 2009 06:22:32 PM | Linda Cureton

Why would a NASA CIO blog?

16 Comments | Permalink

Social Architecture: My 145 BFs

Jan 01, 2009 06:21:07 PM | Linda Cureton

The benefits and limitations of social networking technology and architectures.

11 Comments | Permalink

A CIO Thanksgiving: Poopsies,Oopsies,and Technologies

Jan 01, 2009 06:20:31 PM | Linda Cureton

As the Thanksgiving holiday approaches, many people are pausing to give thanks for what they have. So, it seems appropriate for me, a thankful CIO, to take time out to reflect.

3 Comments | Permalink

Search Blogs

Search

☒ this blog only

Browse By Topic

CIO Leadership (39)

General Leadership (22)

Innovation (12)

IT Transformation (13)

LYC 2008 Favorites (6)

Technology (22)

Browse By Month

November 2009 (1)

October 2009 (2)

September 2009 (2)

August 2009 (2)

July 2009 (4)

June 2009 (4)

May 2009 (5)

April 2009 (4)

March 2009 (4)

February 2009 (4)

January 2009 (4)

December 2008 (4)

November 2008 (5)

October 2008 (5)

September 2008 (2)

August 2008 (5)

July 2008 (4)

June 2008 (4)

May 2008 (1)

Browse By Year

63

NASA CIO Blog

But I Blog

Posted on Oct 19, 2008 01:53:04 PM | Linda Cureton | 17 Comments

But I Blog

I am often asked why on earth do I blog; why would a federal CIO want to blog; and where do you get the courage to do this. All fascinating questions that I thought about when I started and revisited as I got an email from a CIO colleague last week. Here's the email:

Hi Linda,

I saw this article in Forbes and thought of you. I have been very impressed and amazed at your level of comfort sharing details of your job and yourself with the world. I am learning a lot by reading your Blog and Twitters, and I hope to get as comfortable writing (not to mention as skilled) as you are.

Jim

http://www.forbes.com/2008/10/13/cio-mesh-collaboration-tech-cio-ox_dw_1014mesh.html?partner=email

I read the article which challenges us on the fear of blogging. Jim shouldn't have been so impressed. I'm scared to death. The truth of the matter to Jim and to others is that I am not comfortable and I am afraid. So, why do I blog? Here are my reasons:

- ☐ To learn and demonstrate the value of Web 2.0 technologies supporting the spirit of innovation that should be required of a NASA CIO
- ☐ To communicate to stakeholders and customers the activities and issues related to the NASA Goddard Space Flight Center IT Transformation
- ☐ To focus my thoughts and learning to the things that matter in my role as the CIO
- ☐ To increase my leadership abilities to those I serve by providing a means for them to get to know what the "real" me is like

To learn and demonstrate the value of Web 2.0 technologies supporting the spirit of innovation that should be required of a NASA CIO

Web 2.0 and social networking provide amazing technology innovations that empower the end user and gives us the ability to make quantum leaps in IT. Using and understanding this technology is helpful for me to learn and demonstrate its capability and helps me walk the talk as a CIO. The CIO of the future must learn and behave differently.

Search Blogs

☐ this blog only

Browse By Topic

- > CIO Leadership (39)
- > General Leadership (22)
- > Innovation (12)
- > IT Transformation (13)
- > LYC 2008 Favorites (6)
- > Technology (22)

Browse By Month

- > November 2009 (1)
- > October 2009 (2)
- > September 2009 (2)
- > August 2009 (2)
- > July 2009 (4)
- > June 2009 (4)
- > May 2009 (5)
- > April 2009 (4)
- > March 2009 (4)
- > February 2009 (4)
- > January 2009 (4)
- > December 2008 (4)
- > November 2008 (5)
- > October 2008 (5)
- > September 2008 (2)
- > August 2008 (5)
- > July 2008 (4)
- > June 2008 (4)
- > May 2008 (1)

Browse By Year

- > 2009 (36)
- > 2008 (30)

